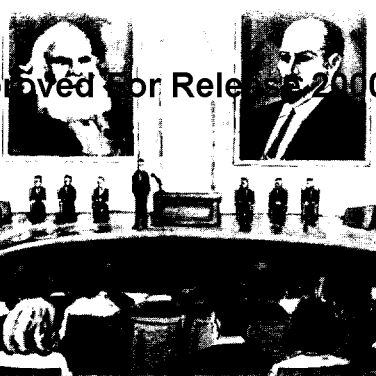


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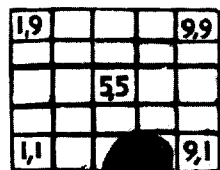


INSTRUCTIONAL SERVICES BRANCH

AND



OTR BULLETIN

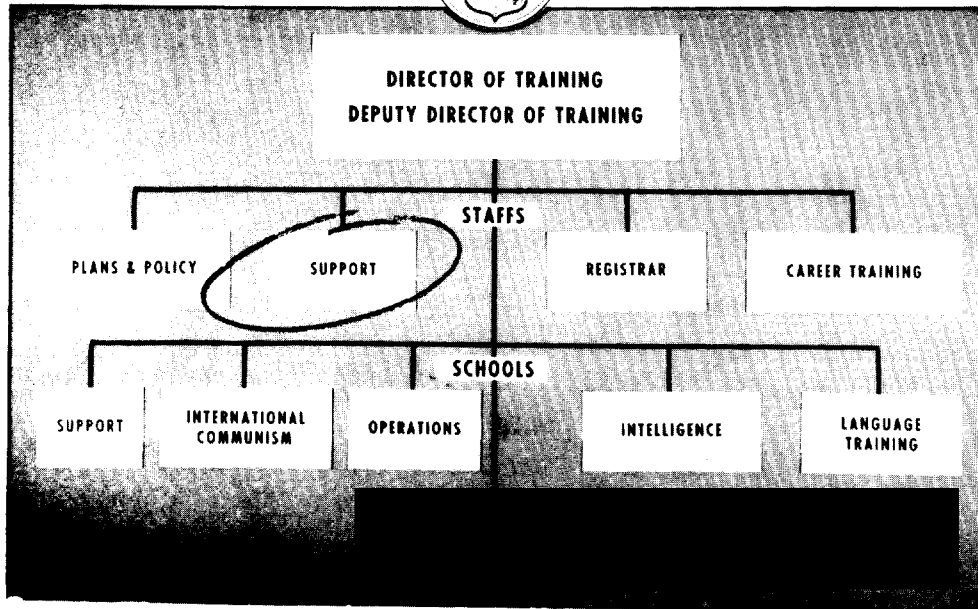


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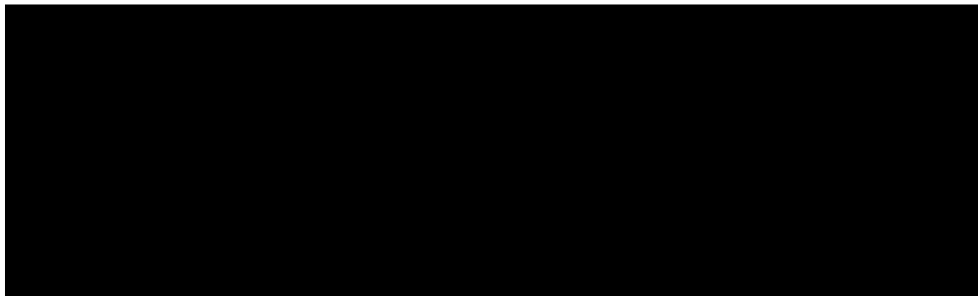
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GROUP 1
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION

OFFICE OF TRAINING



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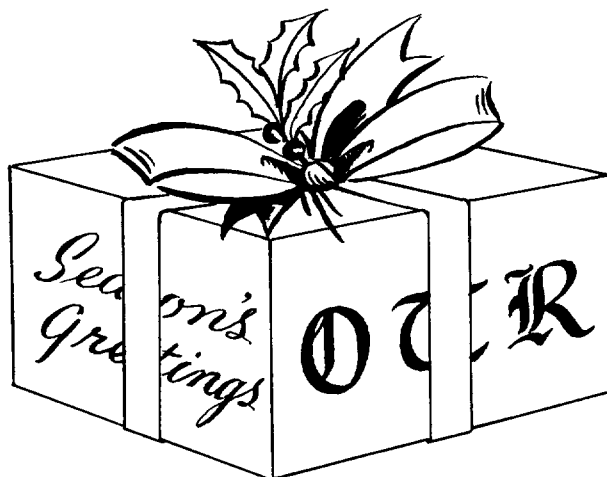


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"for the coordination, technical supervision, review, and support of all domestic and foreign training activities of the Agency and for the approval and arrangement of training at authorized non-CIA facilities."

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Merry Christmas



IN THIS ISSUE

The projected schedule of OTR's courses through June 1968 appears in the OTR Calendar beginning on page 6.

The last in the series "OTR as a Support Organization" introduces the Instructional Services Branch of OTR's Support Staff, page 24, and highlights some Component Training, page 26.

The schedule of foreign language tests through March 1968 is on page 4.

The dates of the National Interdepartmental Seminar through May 1969 are listed on page 3.

Tentative offerings by American University and George Washington University in the Spring 1968 terms of their Off-Campus Programs at the Agency are on pages 33 through 36.

Dates for 1968 Spring Session registration at local colleges and universities are noted on pages 38 through 39.

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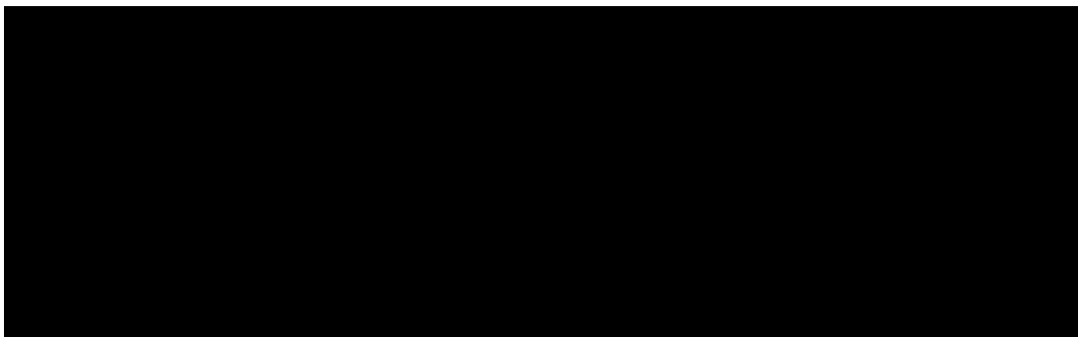
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BULLETIN BOARD

OTR
COURSE
SCHEDULE

The OTR Calendar in this issue presents the projected schedule of OTR courses for the first six months of 1968. (The schedule is being published separately and in a different format for distribution to Training Officers.) Amendments to the schedule, whether additions, deletions, or changes in dates, will be announced in the OTR Bulletin or in Special Bulletins.

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TESTING
FOR
REFRESHER
COURSE

Starting on 3 January 1968, preliminary tests in both typewriting and shorthand will be given on the Wednesday preceding the beginning of each Clerical Refresher Course. The typewriting test will be at 9:30 a.m., and the shorthand test at 10:30 a.m. These tests are required before an employee may attend the Clerical Refresher Course. Results of the tests are used to determine the level of instruction the individual should take.

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TRAINING
PERSONNEL

[REDACTED] (3 C 29, extension 7327) has been designated Senior Training Officer for the Clandestine Services.

INTRODUCTION TO
MAP READING AND
IMAGERY ANALYSIS

The Intelligence School has revised and retitled the "Intelligence Research - Map and Photo Interpretation Course." In addition to up-dated presentations on map reading and photographic interpretation, the course now includes an introduction to nonphotographic imagery, including infra-red and side-looking radar imagery. The new course runs eight days, one more than its predecessor, and utilizes programmed instructional materials which can be used independently if appropriate.

REGISTRATION
FOR
CLERICAL
QUALIFICATIONS
TESTING

Beginning in January 1968, employees must be scheduled for clerical qualification tests in either typewriting or shorthand by 5 p.m. on the Thursday preceding the Monday on which the individual is to be tested. Registration for testing is arranged by Training Officers or Personnel Officers directly with the Clerical Training Faculty (CTF), extension 2100. Employees whose names reach the CTF office after that time must wait until the next testing date.

ADP SYSTEMS
DEVELOPMENT
PROCESS
COURSE

The ADP Systems Development Course prepared and conducted for the Agency by Brandon Applied Systems will be given 6 - 8 February and again 14 - 16 May in Room 612, Magazine Building. It is intended for the full-time ADP systems designer and the user or prospective user of automated information systems. It is also useful to the manager. To be eligible for the course, attendance at OTR's ADP Orientation or its equivalent in experience is required. Nominations for the ADP Systems Development Process Course are processed through Senior Training Officers. Although the course is given within the Agency Form 136, "Request for Training at Non-Agency Facility" is used to apply.

NATIONAL
INTER-
DEPARTMENTAL
SEMINAR

The 35th session of the National Inter-departmental Seminar on Problems of Development and Internal Defense will be 8 January - 2 February 1968. The objective of this course is to familiarize key civilian and military officers assigned to command, staff, and departmental positions relative to developing countries with U. S. policy, doctrines, and capabilities applicable to the prevention and defeat of inimical subversion and subversive insurgency in those countries. Attendance at NIS is a prerequisite

that officers may attend both seminars without schedule conflict. The NIS schedule through fiscal year 1969 is:

1968	1969
8 January - 2 February	6 - 31 January
26 February - 22 March	24 February - 21 March
22 April - 17 May	21 April - 16 May
8 July - 2 August	
9 September - 4 October	
21 October - 15 November	

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MANUAL ON
NATIONAL
INTELLIGENCE
ESTIMATES

The Intelligence Production Faculty of the Intelligence School has recently published a 175-page classified manual on NATIONAL INTELLIGENCE ESTIMATES. Although intended principally as a training aid for Career Trainees, the volume should interest senior officers concerned with either the practical or philosophical concepts of estimative intelligence. The manual contains introductory information on the United States Intelligence Board, the Board of National Estimates, and the Office of National Estimates. Selected readings come under the headings: "Intelligence and National Policy"; "Problems of Estimative Intelligence"; "Coordination of Intelligence"; and "Estimative Intelligence and the Cuban Crisis." Copies are available through the Intelligence Production Faculty, extension 2452.

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LANGUAGE
TESTING
SCHEDULE

The OTR Language School conducts language proficiency tests to update input to the Agency's Language Qualifications Register. The tests are for employees who have claimed a foreign language proficiency but have never been tested, and for employees with a tested proficiency at less than native level but whose test was more than three years ago. Training Officers arrange tests for employees by contacting the Language School, extension 3271, directly.

Tests in French and German are given at Headquarters and may be scheduled on the following dates:

French: Jan. 9, 10, 11, 12, 23, 24, 25, 26
Feb. 6, 7, 8, 9, 20, 21
Mar. 12, 13, 14, 15, 25, 27, 28, 29

German: Jan. 3, 5, 10, 12, 17, 19, 24, 26, 31
Feb. 2, 7, 9, 14, 16, 21, 28
Mar. 1, 6, 8, 13, 15, 20, 22, 27, 29

Tests in Spanish are given at both Headquarters and Arlington Towers and may be scheduled on the following dates:

At Headquarters: Jan. 2, 9, 16, 23, 30
Feb. 6, 13, 20, 27
Mar. 5, 12, 19, 26

At Arlington Towers: Jan. 4, 11, 18, 25
Feb. 1, 8, 15, 29
Mar. 7, 14, 21, 28

Tests in Chinese, Greek, Italian, Japanese, Polish, and Russian are given at Arlington Towers and may be scheduled as required.

Tests in other languages may be arranged if they are requested.

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CLERICAL
TRAINING
AND
TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

8 January - 2 February
12 February - 8 March
18 March - 12 April

Before taking either course, or both, an employee is required to take a preliminary test or tests given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take. These tests are given on Wednesday, typewriting at 9:30 a.m. and shorthand at 10:30 a.m. Dates for the preliminary tests in the above courses are:

3 January
7 February
13 March

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers must arrange registration directly with CTF, extension 2100, before 5 p.m. the Thursday immediately preceding the desired Monday testing. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of the results of the tests.

Tests will be given on: 2 January (Tues.), 22 January,
5 February, 26 February,
11 March, 1 April, 15 April

Applicants report to Room 416, Ames Building.

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

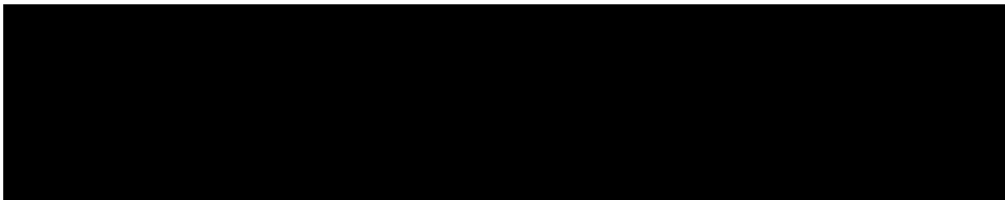
For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users of computer services within the Agency. A general orientation on automatic data processing is provided.

Advanced Management (Planning) (1wk - all day)

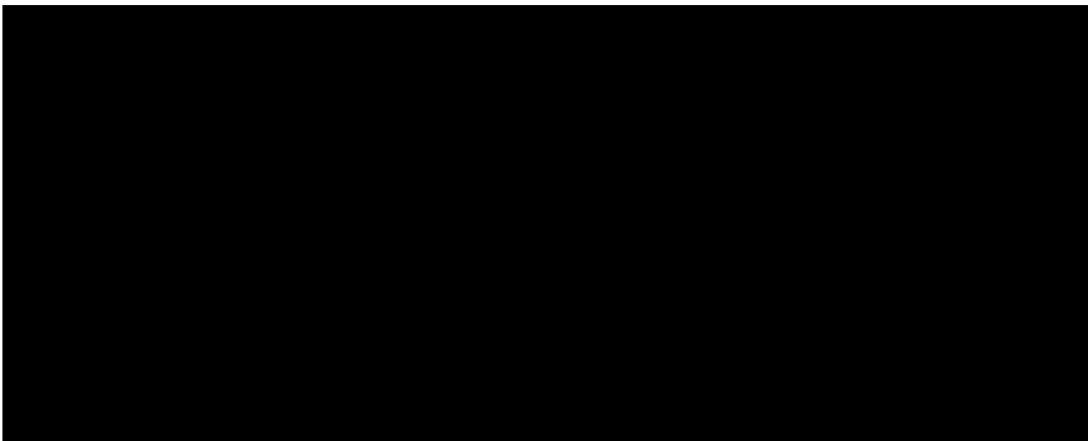
For senior officers of the Agency. The accent will be on concepts of planning, directing, and controlling. It will include an orientation in programming.



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Basic Country Survey: USSR (2 wks - all day)

For employees whose work requires a basic and comprehensive knowledge of the Soviet Union. A brief study of Tsarist Russia and developments since the Communist seizure of power.



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Effective Speaking (12 wks - one morning a week)

For professional personnel. Covers principles of speaking as they relate to oral presentation. Includes a lecture on selection and use of graphic aids.

Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Production (9 wks - all day)

For Career Trainees. Provides specific training in and familiarization with various techniques and skills required to produce intelligence.

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Intelligence Research Techniques (2 wks - all day)

For analysts. Covers each stage of the research process from the origin of an intelligence research topic to writing a skeletal report. A research project is used as a practical exercise.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers who have been in the Agency at least five years. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and the doctrine, organization and operations of the Communist movement. (Part II of Intelligence Orientation Course.)

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Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes discussion of the fundamentals of American beliefs and practices. (Part I of Intelligence Orientation Course.)

Introduction to Map Reading and Imagery Analysis (8 days - spread over
3 wks - all day)

For professional employees who need to be able to use maps effectively and to do simple photographic interpretation. There is equal emphasis on map reading and photographic interpretation. Other types of imagery analysis are introduced.

JCS-DIA Orientation (2 days - all day)

A semi-annual orientation on CIA by the Agency's senior officials for selected officers and civilians of the JCS, DIA, and the military services.

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Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Examines current thinking in managerial style as it relates to communication, employee motivation, and work performance. Exercises in team-action problem-solving are used throughout to provide students an opportunity to apply the concepts and principles covered.

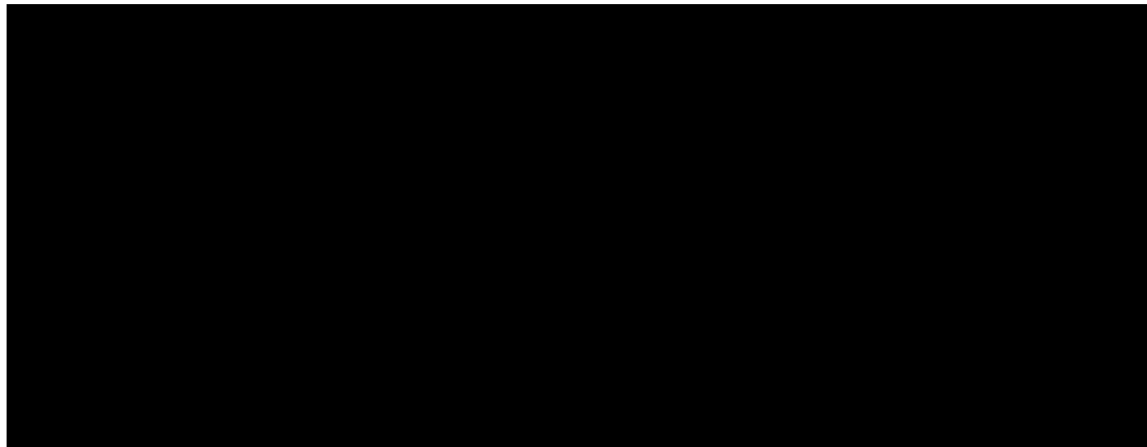
Managerial Grid (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have completed the Grid.

Midcareer Executive Development (6 wks - all day - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management, also includes the Managerial Grid. Admission requires Training Selection Board action.

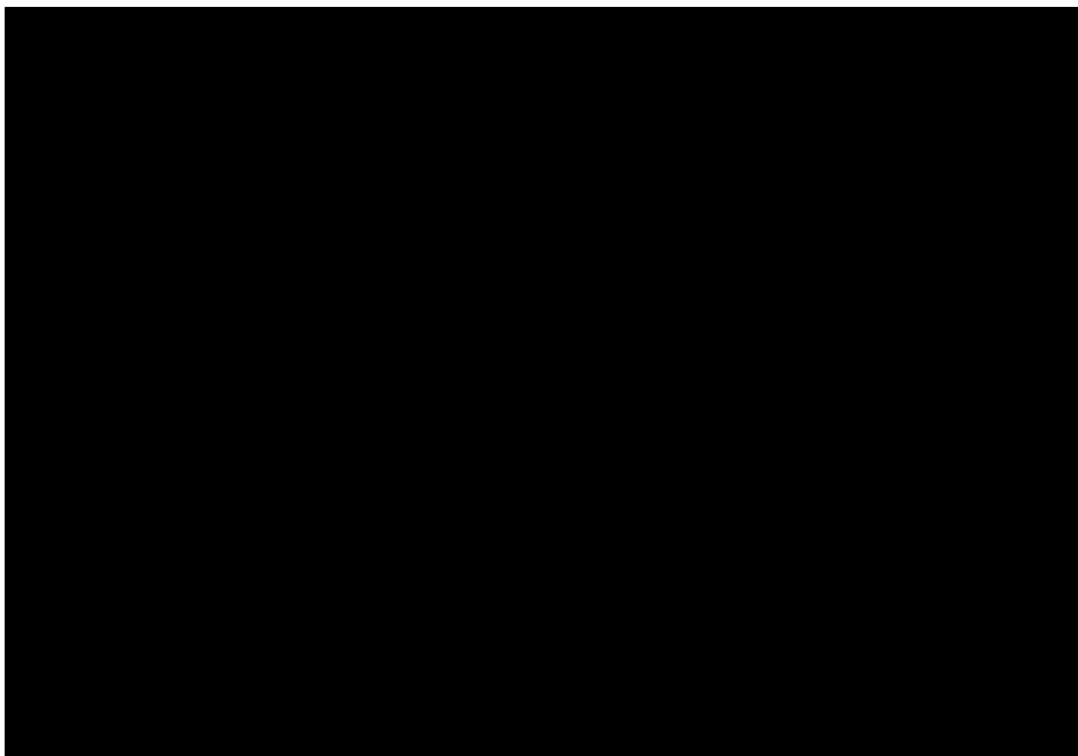
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Orientation for Overseas (2 days - all day)

For employees (and dependents) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and effective working relationships with people of other cultures.

Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community and its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Project USEFUL (1 wk - all day)

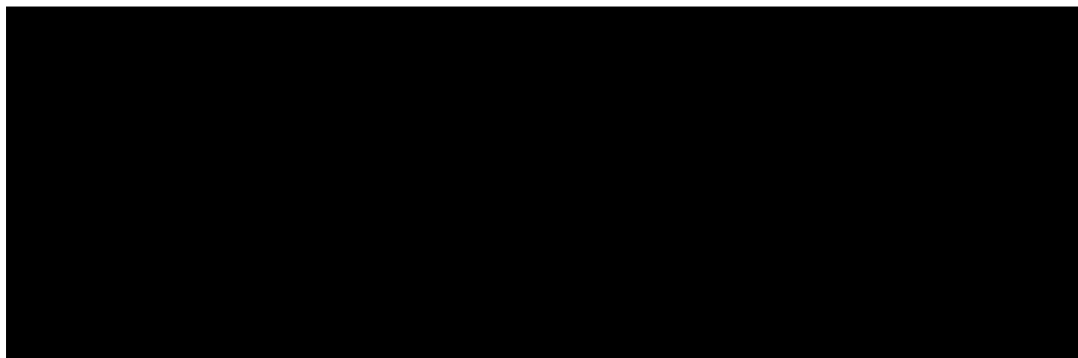
For U. S. military officers (field grade and above) and civilians in the military (GS-13 and above). Includes functions and capabilities of the Agency to support the military and the support CIA requires of the military.

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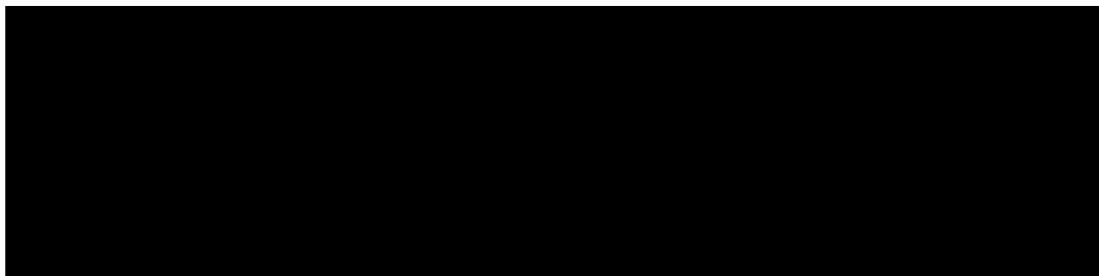
Program for Representatives at Senior Officers Schools (3 days - all day)

Given annually for Agency representatives selected by the TSB for attendance at Senior Officers Schools. Updates on significant developments affecting the Agency; includes instruction in techniques of briefing and in conducting seminars; provides an opportunity to meet recent senior officers school graduates and senior officials of the Agency.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS-15's and above. Features the Managerial Grid. Selection by Senior Training Officers. Conducted by contract instructor.

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Supervision (1 wk - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities. Explores current thinking on the role of the supervisor in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting for experiencing and examining interteam and intrateam skills and activities.

Support Services (8 wks - all day)

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments. Includes the Grid.

Support Services Review: Trends and Highlights (3 1/2 days)

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For professional Support Services employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

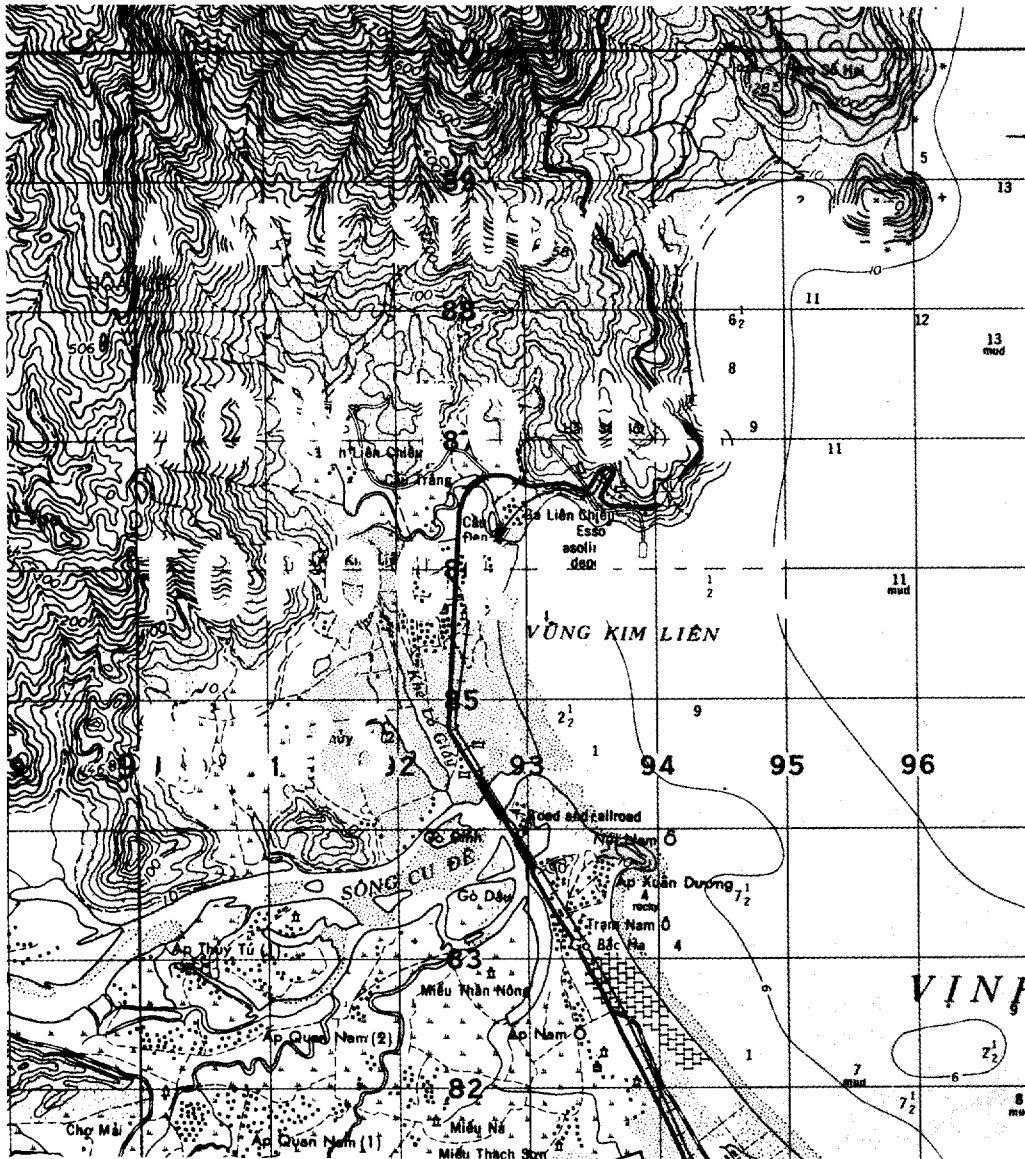
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Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.



The Intelligence Production Faculty of OTR's Intelligence School has prepared a programmed text in topographic map reading. It is designed to assist anyone who needs to make use of maps, and it is organized so that the individual can teach himself.

The programmed text introduces all the basic skills involved in the use of topographic maps, whether by the researcher, by one

who simply wants to check geographic or military grid coordinates for an intelligence report, or by one who consults maps in the field. The text does not deal with subjects of prime value to but a single type of application. For example, it does not include study of azimuths, which is valuable to anyone using maps in the field but of little utility to one checking coordinates for an intelligence report, to someone using maps for planning purposes, or to the researcher.

The individual progresses through the programmed text in a series of stages which involves reading a paragraph of instruction on a specific aspect of map study, applying the substance covered in an exercise working with a map or maps of a foreign area such as Vietnam, and answering a series of questions related to the aspect of map study covered in the paragraph. In every instance, the individual can check his answer against the correct answer, which appears in the margin of the text. The stages of instruction are divided into small sections, each followed by a self-test covering the material in the section or those preceding, the correct answers again appearing in the margin. In this manner, as information is learned, its cumulative application in succeeding sections provides both a review and additional practice.

The sequence of self-tests at the end of each section permits the program to be used also as a review technique for persons who have already had some training in the use of topographic maps. Such an individual might need to do only the self-test questions. If he should find that he is unable to answer, or gives incorrect answers to, a group of questions, he can go back to the pertinent instructional paragraphs and related exercises to refresh his memory.

Individuals who have had considerable experience in map reading can finish the program in one to four hours. Those who have had no map reading can complete the program in six to fifteen hours. It is recommended that one spend no more than two or three hours at a time working on the program.

If your work at headquarters involves the use of topographic maps, or if you are preparing for work overseas which will require the use of topographic maps, you may find the programmed text helpful. Copies of the map-reading program may be obtained by calling the Intelligence Production Faculty, extension 2452.

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OTR as a Support Organization:

INSTRUCTIONAL SERVICES BRANCH

The Instructional Services Branch of the Support Staff is responsible for furnishing audio-visual support to the Office of Training's various instructional programs. Organizationally, the Branch is divided into three sections to correspond with functional areas--audio aids, visual aids, and motion picture production. Physically, the Branch is located in the 1000 North Glebe Road building because OTR's activities in the headquarters area are centered there. The Branch's services, however, are also supplied to the extent possible to support training programs conducted at the Headquarters Building and at other sites.

The **AUDIO AIDS SECTION** offers advice and guidance to instructors as to the most suitable equipment for use in relation to specific instructional requirements and makes equipment and operators available for training programs on a scheduled basis. Major items of equipment which the Section can provide include various slide and motion-picture projectors, transparency and opaque projectors, and audio and video tape recorders. Closed-circuit television systems equipment includes three cameras, two Ampex Model VR 6000 recorders utilizing one-inch tape, and six monitor sets for audience viewing.

All classrooms at the Glebe Road building are tied into a control center operated and maintained by the Section. This permits tape recording and play-back from a single source, as well as central control of public address systems in all classrooms.

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In addition, the Audio Aids Section maintains a film library of all OTR-produced training films, together with other films obtained through the Pictorial Services Branch of the Central Reference Service for OTR's permanent retention.

The **VISUAL AIDS SECTION** is a creative art center responsible for designing and producing "tailor-made" visual aids to support OTR's training programs. Personnel in this Section counsel instructors and others within OTR regarding the selection and use of visual aids to effect the best possible presentation, whether the aids are charts, transparencies, or more exotic three-dimensional displays or devices. Specific capabilities of the Section include the production of transparencies by the Diazo ammonia printing process, black-and-white and color photography, hand lettering, medium-scale construction, black-and-white and color illustration, and color portraits. The Visual Aids Section assists the motion-picture unit by providing titles, illustrations, and animation.

UNIT The **MOTION PICTURE PRODUCTION** became a part of the Instructional Services Branch in 1956. It is now under the direct supervision of the Branch chief who serves as producer. Twenty feature-length films have been produced. Ten of these were made for specific use in OTR's instructional program. The others were made at the request of other Agency components as follows: One for the Suggestion Awards Committee, three for the Office of Logistics, one for the Office of National Estimates, and a series of four to depict the organization and workings of the Directorate for Intelligence. In addition, a number of short briefing films were completed, some being staged and others recording live situations. Whenever possible, films are produced internally, utilizing staff personnel and facilities exclusively. When necessary, however, contract personnel supplement the staff. Requests for assistance from the Unit for the production of films should be made in accordance with the 19 June 1967 memorandum to all directorates from the Deputy Director for Support, Subject: "Request for Training Films."

All capabilities of the Instructional Services Branch of the Support Staff of OTR are made available to other Agency components if personnel and facilities can be spared.

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COMPONENT TRAINING

A significant portion of the total Agency training effort takes the form of on-the-job programs and formal courses conducted internally by components other than the Office of Training. What might best be described as informal apprenticeship, with instruction and close supervision provided by senior employees to new or junior employees actually engaged in desk work, makes up a major segment of this category of training. The remainder consists largely of formal courses which can be provided economically and efficiently by the offices having a direct interest in the subject matter or activity involved.

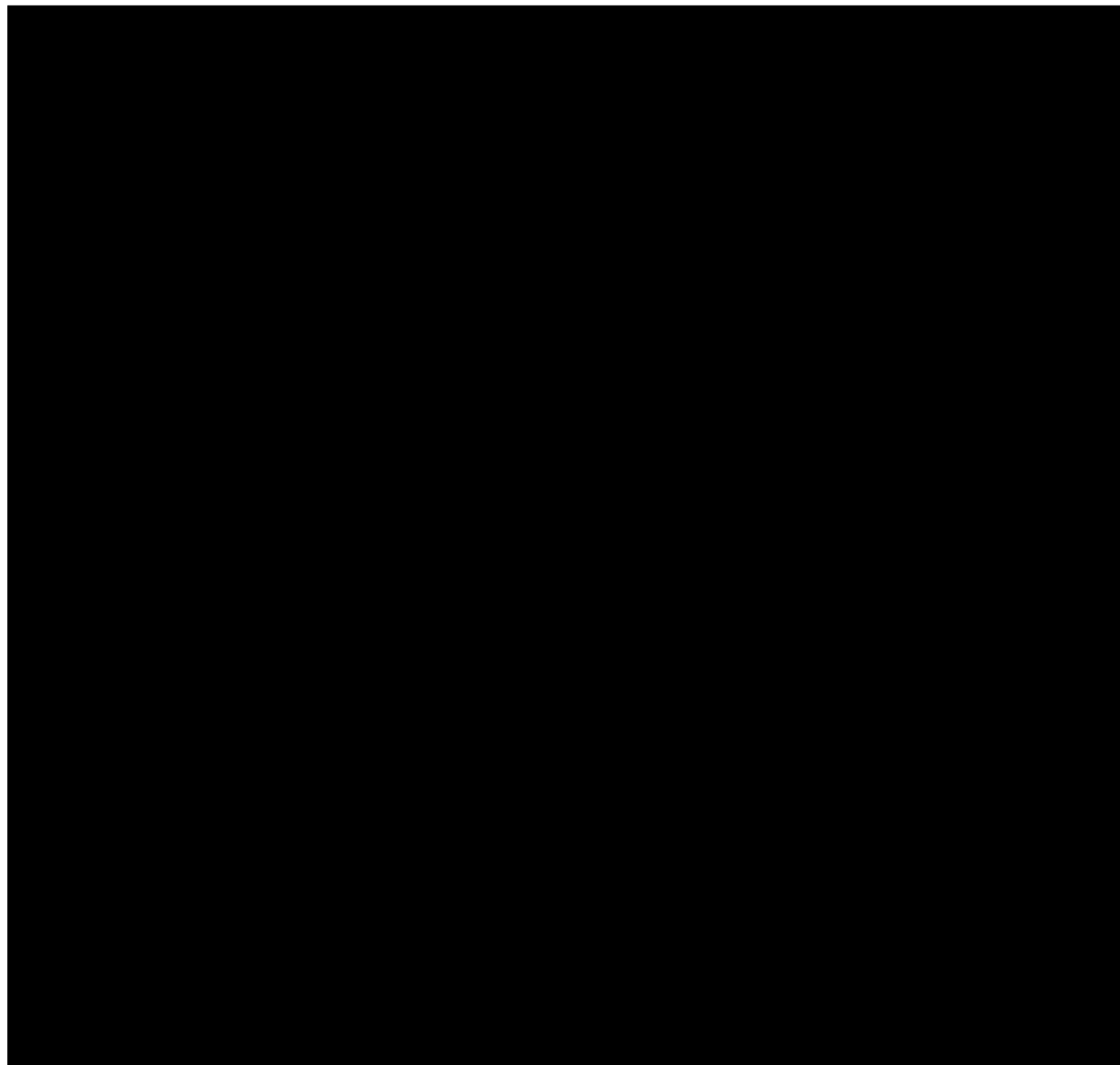
OTR's identification with component training is in the assigned responsibility of the Director of Training for the "coordination, technical supervision, review, and support of all Agency training activities." This responsibility is fulfilled in many ways, from contributing elements to specific component training programs and courses to correlating OTR courses with component courses to provide an integrated program. Meanwhile, advice and assistance to components in initiating and conducting courses is obtainable from all Schools and Staffs of the Office of Training.

The following descriptive material presents examples of component training as conducted in each of the Directorates. It is taken from accounts prepared by Training Officers in the Offices providing the training. It should not be presumed to be all-inclusive.

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THE DIRECTORATE FOR INTELLIGENCE

On-the-job training as it is conducted in the Directorate for Intelligence probably exemplifies that type of training as it is carried on in all other components of the Agency. Briefings describe divisional and office missions in relation to directorate, Agency, or even governmental missions and programs. Specific examples of this type of training are the introduction of the new employee in the Office of Basic and Geographic Intelligence to all the research resources

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of the intelligence community, including libraries, registers, and documentation systems; the day-to-day and individual training of both professional and clerical personnel assigned to the [REDACTED] the former in procedures for handling requirements and processing reports and the latter on procedures for either or both headquarters and field reporting and correspondence; and the briefing of new Watch Officers in the Office of Current Intelligence on their responsibilities and relationships to the entire intelligence community.

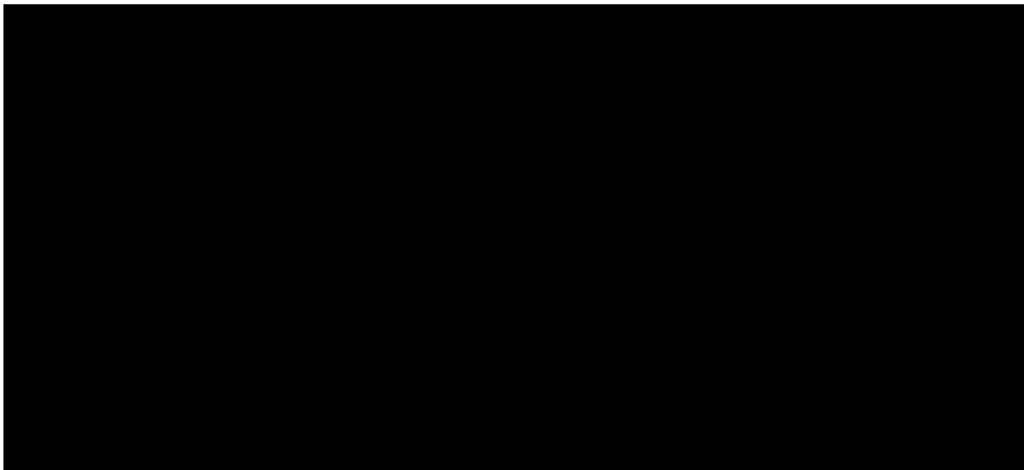
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STATSPEC

A program in the Office of Basic and Geographic Intelligence, the Special Cartographic Training Course, similarly prepares specialized professionals--cartographers, illustrators, and cartographic draftsmen--for assignments in technical or research map production. Depending on individual background and experience, the course continues for six or eight weeks, instruction emphasizing procedures, techniques, and standards required in the Cartography Division. The course covers all aspects of work for which the employee will be responsible and concludes with the assignment of a production job.

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THE SUPPORT SERVICES

The Office of Communications within the Support Services typifies the provision by a component of specialized training in which the Office giving the training is primarily concerned but in which other components of the Agency may also participate. To support its mission of operating and maintaining a worldwide network of communications facilities, the Office of Communications carries on a regular program of formal courses and informal training ranging from instruction in basic radio and teletype operations to familiarization with complex systems based on the most advanced physical-electronic technical devices, and in the maintenance and repair of communications equipment from the simple replacement of units to the fabrication of parts.

The Office of Medical Services (OMS) gives instruction in three areas. A ten-hour first-aid course, open to all Agency employees, provides instruction in the care and handling of the sick and injured that can be accomplished before professional medical attention can be obtained. OMS also provides individual or group instruction in the use of the Pneolator, an automatic artificial respiration machine used for resuscitation. Its third area of instruction is the thirty-hour Individual Medical Support Course which equips employees assigned to isolated areas to cope with emergency situations where no professional medical assistance is available. The Office of Medical Services gives its instruction in all three areas either at its own facilities or in the requestors' quarters if the necessary equipment is available.

The Office of Security, in addition to its regular Security Indoctrination for new employees and its Reindoctrination Program for employees with Agency experience, conducts an intraoffice curriculum of courses in various security subjects for the benefit



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THE DIRECTORATE FOR SCIENCE AND TECHNOLOGY

The Directorate for Science and Technology (DDS&T) has established an eight-month Career Development Course whose objective is to provide selected trainees with a comprehensive view of scientific and technical intelligence activities in the Agency and in other agencies and departments of the Government. The primary goal of the course is the development of an appreciation of all aspects of scientific and technological intelligence. Evaluations of participants as they perform in this course have a definite bearing on their subsequent assignments. It is expected that they will be given rotational tours within the Directorate. Nominations for the program are made by the Directorate's Career Service Board and final approval is by the Deputy Director for Science and Technology. Individuals from other components in the Agency which have responsibilities in scientific and technological intelligence or activities may also be nominated for the program.

The program includes orientation and training by each Office in the Directorate, by the Office of Communications, the National Photographic Interpretation Center, and the Technical Services Division, and by the National Security Agency. It also includes attendance at OTR's Operations Familiarization Course. General areas of information covered by the program are the collection and processing of scientific and technical intelligence, analysis and production of scientific and technical intelligence, systems development and deployment, research and development, and operations. Much of the training is given at headquarters, although there is substantial travel to areas outside headquarters, including trips to non-Agency sites.

Within the DDS&T the Office of Elint (OEL), the Office of Research and Development (ORD), and the Office of Scientific Intelligence (OSI), conduct orientations to acquaint new professional and technical personnel with the missions and functions of the respective component and to show them the interrelations of its missions and functions with those of the Directorate and the Agency. The OEL presentations consist of a series of monthly one-hour lectures; the ORD presentation is a week-long course, and the OSI program is a series of tours of related components. All three training programs are primarily for professional or technical employees, although other employees may participate.

The Office of Computer Services has a Developmental Electronic Data Processing Training Program which provides its employees with a maximum of seventeen weeks of computer science topics and four weeks of nontechnical orientation. A basic Computer Science Curriculum, the program is essentially a series of four successive courses, each requiring the preceding as a prerequisite. The courses are basic in the sense that their content is the minimal preparation for an employee to integrate easily into a related production environment. The first course, Introduction to Computer Science, covers basic concepts and technology and introduces both software and hardware, particularly in conjunction with the IBM 360 equipment. The second course, Introduction to IBM 360 Operating System, emphasizes the application of facilities associated with the IBM 360. The third course, Programming, emphasizes standard conventions with regard to both programming concepts and programming techniques. The fourth course, Systems Analysis, centers on problem definition, problem solving, and organization of task effort, using real problems.

Of special interest in this connection is the Intelligence Processing Research and Development Program of the Office of Research and Development. Utilizing its laboratory in which it maintains a variety of computer equipment--analog, digital, graphic processing, and speech processing--this unit serves as a continuing training facility through its projects and through the use of employees from other Agency components who are there on rotational assignments. As its projects evolve, ORD organizes ad hoc computer-related training programs for its own professional employees and for individuals in other offices of the Agency if they would benefit from them. Participants in OTR's ADP Orientation Course visit the Intelligence Processing Research and Development laboratory as part of their familiarization with the Agency's automatic data processing activity.

NOTE:

This brief review of component training within the Agency suggests the magnitude of the internal training effort beyond the prescribed activities of the Office of Training. Although most of this type of training is designed for members of the component providing the training, in many instances employees from other components can participate. To arrange such participation, Training Officers should contact their counterparts in the component which provides the training.

NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

Self-sponsorship:

According to [REDACTED] an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

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For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension 2896. For information on registration, call ETB/RS/TR, extension 3137.

OFF-CAMPUS PROGRAMS
1968 SPRING SEMESTER

George Washington University and American University will continue their Off-Campus Programs at the Agency during the 1968 Spring Term. Agency employees in an overt status may further their professional training by taking college-level courses at somewhat reduced rates as compared with tuition rates on campus. George Washington University courses cost \$126, and American University courses cost \$120. Enrollment may be on a personal basis or under Agency sponsorship; consult Training Officers for advice on Agency sponsorship. Courses begin the week of 5 February and continue for fifteen weekly sessions until approximately 24 May. They may be taken separately or as a part of a degree or certificate program. Classes are held at the Headquarters Building, or at another designated building, from 5:45 p.m. to 8:15 p.m. All instructors are Agency employees accredited by the universities.

Registration will be in the Auditorium at Headquarters on Tuesday, 23 January, from 10 a.m. to 3 p.m. A representative from George Washington University will be present to answer questions. American University will provide counseling on request. Further information on the courses, or the off-campus programs in general, may be obtained by calling [REDACTED] of the OTR Registrar's office, extension 2896.

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It is expected that the following courses, many of them sequential to those currently being given, will be offered on the days indicated. All elements of the program, including the days listed are tentative, however.

George Washington University

Accounting 1 Introductory Accounting. Basic principles underlying accounting records, preparation of the work sheet and financial statements, accounting for single proprietorships and partnerships. (Wednesday)

Business and Public Administration 207 Human Behavior in Organizations. Individual, group, intergroup, and other human behavior and development; application of social science research to administration. Emphasizes practical applications. (Wednesday)

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American University

19.521 Quantitative Economic Analysis. Intermediate mathematical analysis of economic phenomena, elements of model building, game theory, and linear programming. Prerequisite: 19.305 (Introduction to Quantitative Economics) or permission. (Thursday)

19.706 Income Analysis II: Analysis and Applications. Keynesian and post-Keynesian economics. Theoretical forerunners and modern refinements. Applications to business cycles, economic development, public policy. Prerequisite: 19.705 (Income Analysis I). (Tuesday)

55.410 Introduction to Data Processing. An introduction to the problems, principles, and methods of data processing, covering a variety of methods, including the automatic data processing revolution of the last decade and its significance for business and public administration and management. The course will generally survey types of data processing instruments, methods, systems, and their applications. It is for those without knowledge of or experience in ADP. It will equip the student to communicate with data processors, but will not, by itself, be preparatory for technical employment in the field. (Tuesday)

55.530 Automatic Data Processing Systems. (Graduate Course) A survey of the subject: equipment systems, use of applications and systems, the analysis of feasibility, operational processes, systems design and installation, administrative and managerial factors and problems. Prerequisite: 55.410 or equivalent. (Tuesday)

69.400 Managerial Statistics. Survey of first-year statistics. Prerequisite: Mathematics 41.100 (Basic Survey) (Thursday)

55.561 Management of ADP Systems. (Graduate Course) Estimates of requirements, organizational arrangements, planning the total system, conversion problems, costs and performance evaluation, the executive role in achievement of integration. Prerequisite: 55.530 (Tuesday)

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American University (cont)

55.660 Management Information and Reporting Systems.

The decision-maker's information requirement; related system performance requirements; design and installation of the responsive system; PERT, CPM, and similar planning and control information systems; problems and techniques of executive use of the system product; interaction and integration of information processing systems and institutional records systems; workshop in the design and installation of actual and model systems.

Prerequisites: 69.400 and 55.530 (Monday)

TRAINING SELECTION BOARD PROGRAMS

EDUCATIONAL
PROGRAM
IN
SYSTEMATIC
ANALYSIS

The Agency has been invited to submit three nominations for the 1968 Educational Program in Systematic Analysis. This program, supervised jointly by the Bureau of the Budget, the Civil Service Commission, and the National Institute of Public Affairs (NIPA), is designed to develop a group of people who are well trained in modern analytical techniques and who can apply these techniques to the analysis of public programs. The participant undertakes a year of intensive work at one of eight universities -- California (Irvine), Carnegie-Mellon, Harvard, Maryland, Massachusetts Institute of Technology, Princeton, Stanford, or Wisconsin. Typical subject matter includes micro-economics, quantitative methods, public expenditure theory, and systems analysis, as well as substantive courses such as transportation, education, or natural resources. NIPA assigns participants in groups of from seven to fifteen individuals to specific universities by equating proposed study programs with university resources. Nominees should have evidenced a high analytical capability, demonstrated above-average (B+ or better) academic ability, and possess at least a bachelor's degree.

The Training Selection Board, using the framework of the Agency's five-year midcareer program, considers employees in grades GS-9 through GS-13. Nominations should be forwarded to the TSB by Senior Training Officers by 15 December 1967.

ADVANCED
INTELLIGENCE
COURSE

The Defense Intelligence School has advised that it will accept women in its fourteen-week Advanced Intelligence Course. The next running of this graduate-level course, which emphasizes the management aspects of intelligence activities rather than intelligence techniques, is 19 February through 24 May 1968. The names of nominees, who must be in grade GS-13 or above and have considerable intelligence experience as well as a college degree, should be submitted to the TSB by 29 December 1967.

PROGRAM FOR
MANAGEMENT
DEVELOPMENT

Nominations for the 25 August 1968 Program for Management Development conducted by Harvard University must be in the hands of the TSB by 19 January. Candidates for this sixteen-week program for middle managers should be between 30 and 40 years of age, have a minimum of five years of management experience, and be in grades GS-13 through GS-15. (A fuller statement about this program appears in the July-August 1967 OTR Bulletin.)

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1968 SPRING SESSION SCHEDULES OF
WASHINGTON-AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency sponsorship of employees in courses at the following universities a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

1 - 5 February:	Registration
7 February:	Classes begin
9 June:	Classes end

CATHOLIC UNIVERSITY

29 - 30 January:	Registration
7 February:	Classes begin
31 May:	Classes end

DUNBARTON COLLEGE

24 January:	Registration
31 January:	Classes begin
30 May:	Semester ends

DISTRICT OF COLUMBIA TEACHERS COLLEGE

29-30 January:	Registration
31 January:	Classes begin
14 June:	Classes end

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

20-27 January:	Registration
29 January:	Classes begin
17 May:	Classes end

GALLAUDET COLLEGE

1 - 2 February:	Registration
5 February:	Classes begin
20-29 May:	Exams

GEORGE WASHINGTON UNIVERSITY

25 - 27 January:	Registration
29 January:	Classes begin
15 May:	Last class
18 - 25 May:	Exams

GEORGETOWN UNIVERSITY

30 - 31 January:	Registration
1 February:	Classes begin
31 May:	Classes end

HOWARD UNIVERSITY

1 February:	Registration
2 February:	Classes begin
6 June:	Semester ends

MONTGOMERY JUNIOR COLLEGE

29 - 31 January:	Registration
5 February:	Classes begin
31 May:	Classes end
3 - 7 June:	Exams

PRINCE GEORGES COMMUNITY COLLEGE

31 January & 1 - 2 February:	Registration
5 February:	Classes begin
29 May:	Classes end

UNIVERSITY OF MARYLAND

5 - 9 February:	Registration
12 February:	Classes begin
31 May - 7 June:	Exams

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

8 - 31 January:	Registration
5 February:	Classes begin
3 - 7 June:	Exams

NORTHERN VIRGINIA COMMUNITY COLLEGE

4 - 5 January:	Registration
8 January:	Classes begin
19 March:	Classes end

GEORGE MASON COLLEGE

31 January - 2 February:	Registration
5 February:	Classes begin
27 May - 4 June:	Exams

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

INTRODUCTION TO ADP IN FINANCIAL MANAGEMENT

4 - 5 January 1900 E Street, N. W.

This two-day seminar provides a general overview of the uses and potential of automatic data processing as well as specific applications of ADP to financial activities. Topics include: Introduction to ADP; the impact of ADP on financial management; a survey of the uses of ADP equipment; and the problem of "audit trails." For accountants, budget officers, and others in the financial management field, in grades GS-12 through GS-15. Cost: \$75.

ADVANCED SEMINAR IN ADP AND TECHNICAL INFORMATION SYSTEMS

8 - 11 January 1900 E Street, N. W.

This four-day program explores in detail various systems approaches involved in applying ADP to specific library functions. It builds on material given in the two-day Introduction to ADP in Technical Information Systems. Topics include: Equipment characteristics and capabilities; tools of systems analysis; development of systems to meet user needs; and problems of evaluation and control. For librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, in grades GS-9 and above. Cost: \$140.

Civil Service Commission (cont)

PSYCHOLOGY AND THE MANAGEMENT OF HUMAN RESOURCES

10 - 12 January

1900 E Street, N. W.

This course looks into some of the human behavioral problems in the management field, seeking to bring out a few of the principles of behavior that underlie modern management practices and to give a pattern and coherence to the psychological underpinnings of managerial practices in dealing with behavior. Psychological research findings are studied in relation to their specific applicability to institutional requirements for the selection, development and counseling of employees, to individual characteristics in relation to personnel and organizational psychology and human motivation, and to group influences in relation to communication and employee-management relations. For staff specialists and supervisors, GS-9 through GS-12, who need to know more about the science of human behavior in conducting their day-to-day activities. Cost: \$85.

EXECUTIVE SEMINAR IN ADP

15 - 16 January

1900 E Street, N. W.

This two-day seminar provides an opportunity to obtain information, develop ideas, and exchange views on effective uses of ADP. Topics focus on matters of concern to top management: Capabilities of electronic data processing equipment; feasibility studies; implementing the decision to automate; effects of electronic data processing systems on organizational structure and various levels of management; present ADP applications and their results in terms of efficiency, effectiveness, and economy; the impact of ADP on the workforce; and the future of ADP in government management. For executives, GS-15 or above, with broad responsibility for functions which are or soon may be automated. Cost: \$90.

EXECUTIVE ORIENTATION IN PPB

22 - 24 January

1900 E Street, N. W.

This three-day program provides an introduction to the fundamental principles underlying the planning, programming, and budgeting system. It is intended to explain what PPBS is, its underlying economic principles, the general methods and techniques used, what the President and the Bureau of the Budget want to achieve through PPBS, and recent experience in nondefense agencies in using the system. For managers and staff specialists in grade GS-14 or above. Cost: \$50.

Civil Service Commission(cont)

ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS

22 - 26 January

1900 E Street, N. W.

The purpose of this program is to develop a greater awareness on the part of Federal executives of the economic impact of their program decisions. Topics will include the economic concept of the Government as a producer of goods and services, the allocation of resources in program and production decisions, the application of cost-benefit analysis, measurement of productivity in Federal agencies, forecasting techniques. For executives in grade GS-14 or above who must initiate and utilize economic analysis. Cost: \$150.

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS

22 - 26 January

1900 E Street, N. W.

This course moves immediately to the functions and techniques of systems analysis and design, and includes discussion of the extent and tasks of systems analysis, specific steps of the feasibility study, analysis of the present system, developing specifications for a new system, designing input, output, and file layouts, designing requirements for programs, and documentation. For computer programmers and newly assigned systems analysts who have had experience in programming. Prior knowledge of computer components and experience in computer programming concepts will be presumed. Cost: \$160.

EXECUTIVE SEMINAR IN MANAGEMENT INFORMATION THEORY

29 - 30 January

1900 E Street, N. W.

The objective of this seminar is to explore the concept of information management in the context of organizational structure. Topics discussed include the scope and objectives of management information systems, the determination of management information requirements, the role of the manager in designing a management information system, organization and control of a management information system, the impact of computer technology on the design of information systems, and the future of man-machine systems. For executives in grade GS-15 or above. Cost: \$90.

Civil Service Commission (cont)

MIDDLE MANAGEMENT INSTITUTE

29 January - 2 February; 22 - 26 April 1900 E Street, N. W.

This institute is directed to the manager's need for a broad perspective and his requirement to be currently informed on new developments affecting his type of work. Core topics cover the functions of management such as decision-making, communicating, planning, directing, controlling, organizing, and staffing. Discussion will extend also to planning-programming-budgeting systems, intergovernmental relations, and the role of the Bureau of the Budget. This is a program for middle managers in grade GS-11 through GS-14. Cost: \$60.

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH

1 - 2 February 1900 E Street, N. W.

This seminar will provide an opportunity for career executives to obtain information, develop ideas, and exchange views on effective management use of operations research. Subject matter includes the capabilities of operations research, the philosophy of operations research, models, illustrations of types of management problems to which operations research can be applied, and operations research and the decision-maker. Strictly technical aspects of operations research will not be stressed. Executives with broad administrative responsibilities, GS-15 and above, are eligible. Cost: \$90.

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH

5, 6, 12, 13 February 1900 E Street, N. W.

This course meets in two two-day sessions. Its objective is to develop a practical understanding of such basic operations research concepts as inventory theory, replacement theory, queuing theory, simulation, cost-benefit analysis, and linear programming. There are homework assignments. A familiarity with basic algebra is essential to effective participation and attendance at the three-day Operations Research Orientation is helpful. For full-time employees in grade GS-9 or above. Cost: \$140.

Civil Service Commission (cont)

PERSONNEL MANAGEMENT FOR PERSONNEL SPECIALISTS

6 February - 26 March (Tuesdays)

1900 E Street, N. W.

This program is designed to develop a broad perspective of personnel management in relation to total management, as well as the interrelationship of personnel specialties. Topics include management and organization, the personnel functions, employment and development of people, human behavior, group relations, pay administration, employee relations and service, and personnel management in perspective. For persons in grades GS-9 through GS-12 serving in or expecting to be assigned to supervisory positions in personnel offices or in closely related work. Cost: \$150.

ADP SYSTEMS ANALYSIS SEMINAR

7 February - 27 March

1900 E Street, N. W.

This seminar consists of an opening half-day session followed by seven full-day sessions a week apart on Wednesdays. Seminar topics are: Principles and Fundamentals of Data Processing; The Computer: What It Is and How It Works; Fundamentals of Programming; Documenting and Charting Present Systems; The Feasibility Study: How To Go About It; Recognizing Potential Application Areas for ADP; Installation and Administration of an ADP Operation; Control and Evaluation of An ADP Operation; and Management-related Uses of the Computer, e. g. Operations Research. Employees, GS-9 or above, who require information about ADP systems analysis, not programmers or systems analysts themselves, should attend. The one-week ADP Orientation is a useful preparation but is not mandatory. Cost: \$175.

INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS

12 - 13 February

1900 E Street, N. W.

This is a basic program designed to provide an overview of the uses and potential of ADP along with specific information relating to its application in technical libraries. Topics include the impact of ADP on library management, a study of current uses of ADP equipment in scientific information systems, information storage and retrieval systems, and future uses of ADP in libraries. Librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, GS-9 and above, may attend. Cost: \$75.

Civil Service Commission (cont)MANAGEMENT INSTITUTE FOR SUPERVISORY SCIENTISTS
AND ENGINEERS

12 - 16 February

1900 E Street, N. W.

The special nature of the managerial job in R&S organizations is examined by identifying the motivational characteristics of technical personnel, by discussing the impact of organizational structure on the productivity of scientific and engineering groups, and by exploring the leadership patterns best designed to release and accelerate creativity. Topics include the flexibilities of the Federal personnel system in managing scientists and engineers, career development concepts, and the administrative and financial practices which permit the most effective direction and control of technical projects. For GS-12s- 14s who are presently filling, or being trained to assume, supervisory and managerial positions in research and development activities. Cost: \$85.

MANAGEMENT OF GOVERNMENT FINANCES

12 - 16 February

1900 E Street, N. W.

This institute is intended to provide participants with a general understanding of problems, new developments, and trends in financial management, as well as a broad view of the nature, purposes, and systems of financial management in the Federal Government. Reading and discussion covers the role and relationships of Congress in financial management, the role of the Federal Government in the national economy and current economic problems, the nature and uses of PPBS, budgeting, accounting, and auditing. Nominees should hold positions in the financial management field or in operating programs which involve significant financial management responsibilities, and should be in grades GS-13 through GS-15. Cost: \$150.

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS

26 - 27 February

1900 E Street, N. W.

Case studies from government and industry presented by persons directly concerned with the development of their own organizations' information systems provide actual examples of both manual and automated operational information reporting systems designed to assist management in control and planning responsibilities. For GS-15s or above. Cost: \$90.

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Civil Service Commission (cont)

EQUALIZING OPPORTUNITY THROUGH FEDERAL PROGRAMS:
THE ROLE OF THE MANAGER

12 - 16 February

1900 E Street, N. W.

This training focuses on the various facets of the managerial role which can be used to advance equal opportunity for all persons. Specific emphasis is on the attitudes and approach necessary to assure that Federal funds are applied on a nondiscriminatory basis and that the benefits of Federal programs are conferred equally upon all. For Federal managers in grade GS-13, or above, who have the task of administering programs involving the application of Federal funds with the range of responsibility and opportunity which they have for creating change and improving the status and welfare of minority group citizens. Cost: \$125.

COST/BENEFIT WORKSHOP

26 February - 1 March

1900 E Street, N. W.

Five major case exercises permit participants to engage in actual analyses which contribute to an understanding of PPBS requirements, cost/benefit analysis, systems analysis, benefit criteria and calculations, model building, cost estimations, and analytical procedures. Each participant receives a handbook on cost/benefit methodology. A minor amount of algebra is used, although graphical solutions are used whenever possible. Nominees should be actually engaged in analysis involving cost/benefit calculations or be in a management position where knowledge of such procedures is important. Cost: \$165.

OTHER EXTERNAL TRAINING NOTES

MANAGEMENT
PROGRAM
FOR
WOMEN
EXECUTIVES

Pennsylvania State University's College of Business Administration will hold its annual Management Program for Women Executives 21 - 26 April 1968. The program is a participating seminar and will depend on each participant's executive background and training. Emphasis is on management as a basic, underlying concept rather than as a function of specific organizations. The fee of \$210 includes most meals and lodging, as well as instructional costs.

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